
INDEX

- Academic Councils, 7, 52, 105, 146, 147
academic-focused. *See* Governance structures
Agency theory, 209–210, 211
Aghion, P., 17, 232, 244
American University of Central Asia, 105
Armenia
 competition, 231, 240
 corruption, 38
 economy, 36
 politics, 35
 population, 35, 37
 state universities, 5, 37
 University autonomy, 40
 University governing bodies, 42–44, 206, 246
Austin, I., 210, 211, 214, 264
autonomy, 215–217, 257. *See* country-specific University
 autonomy
 and bureaucratic capacity, 221, 228–230
 and competition, 244, 248–250, 262
 European Universities Association (EUA) Scorecard, 14,
 264, 265
Azerbaijan
 competition, 240
 economy, 47
 population, 46
 state universities, 49
 University autonomy, 50, 57, 221, 222
 University governing bodies, 54, 198, 244, 245
Azerbaijani Diplomatic Academy, 51, 54

Baku Engineering University, 51
Baku State University, 51, 52
Belarus
 competition, 240
 economy, 58–59
 population, 58
 state universities, 5, 60–61
 University autonomy, 221, 222
 University governing bodies, 62–64, 198, 205
Belarus State University, 63
board development. *See* board education
board education, 229

Bologna Process, the, 5, 31, 46, 56, 78, 88, 100, 101, 110, 128,
 131, 143, 155, 160, 174
bureaucracy. *See* Bureaucratic capacity
bureaucratic capacity, 218

Chait, R., 6, 7, 12, 214, 230, 247
 gremlins of governance, 261
Committee of University Chairs, 7
competition, 233, 234
 and autonomy alignment, 232
 composite scores, 240, 242
 for funding, 238
 for international students, 237–238
 for research, 115
 for students, 235
corruption, 41, 42, 48, 57, 64, 76, 77, 84, 98, 100, 119, 128, 154,
 170, 184, 217, 219, 228

dual-track tuition, 185, 233, 239

Eastern Kazakhstan Technical University, 91
Estonia
 economy, 65
 state universities, 5, 67
 University autonomy, 67, 216
 University governing bodies, 73, 206, 246
European Universities Association. *See* Autonomy
external advisory bodies, 12, 42, 52, 55, 57, 72, 90, 94, 115,
 146, 150, 187, 190, 204, 206, 257, 265
external civic. *See* Governance structures

Fielden, J., 6, 7
Financial University under the Government of the Russian
 Federation, 147
Froumin, I., 3, 22, 25, 27
Fukuyama, F., 214, 217–218, 221, 244

Georgia
 competition, 240
 economy, 75–76
 population, 75
 governing bodies, 9

- Georgia (cont.)
 state universities, 5, 77
 University autonomy, 174
 University governing bodies, 78–80, 198, 205, 250
- governance bodies
 defined, 197
- governance defined, 11–13, 197, 214
- governance dilemmas, 257–261
- governance stakeholders, 196, 198, 204, 258
- governance structures, 8
 academic-focused, 195, 205, 224, 244, 246, 256, 263
 dual systems, 199, 206
 external advisory bodies, 199
 external civic, 195, 206, 226, 228, 229, 244, 247, 256, 259
 independent, dependent variables, as, 196–197
 Internal/external, 195, 206, 225, 227, 244, 245, 250, 259
 power, 207–208, 256–266
 state-extended, 195, 205, 223, 227, 244, 250, 256, 259
- governing boards. *See* Governance bodies
- governing bodies. *See* specific countries
 Canada, 5, 213, 229, 260
 Finland, 7
 Japan, 7
 leadership, 14, 43, 53, 62, 79, 93, 103, 114, 134, 157, 166, 178, 188, 202
 membership, 14, 42, 52, 62, 68, 79, 90, 102, 113, 122, 133, 174, 201–202
 responsibilities, 6, 8, 14, 44, 54, 63, 68, 69, 80, 90, 94, 105, 114, 116, 135, 159, 166, 177, 179, 202–204
 size, 199
 United Kingdom, 7, 9, 226
 United States, 5, 213, 226, 261
- Hammond, T., 8, 196, 197
- Higher National Research University School of Economics, 147
- H-index scores, 235
- institutional level governance. *See* governing bodies
- Internal/external. *See* governance structures
- International University for Humanities and Development, 167
- Kazakhstan
 economy, 82–84
 enrollment, 5
 governing bodies, 9
 population, 82
 state universities, 5, 86–87
 University autonomy, 216, 222, 228
 University governing bodies, 89–95, 226, 263
- Kyrgyz National University, 102
- Kyrgyz-Russian Slavic University, 105
- Kyrgyzstan
 competition, 240
 economy, 97
 population, 97
 state universities, 101
 University autonomy, 222
 University governing bodies, 102–105, 198, 205
- Kyrgyz-Turkish Manas University, 105
- Latvia
 competition, 240
 economy, 107
 governing bodies, 9
 population, 107
 state universities, 5, 109
 University autonomy, 110, 216, 221, 222
 University governing bodies, 111–116, 205, 246, 263
- limitations, 15
- Lithuania
 competition, 240
 economy, 118
 population, 118
 state universities, 120
 University autonomy, 216, 222
 University governing bodies, 121–124, 205, 246
- Maassen, P., 6, 7
- Minsk State Linguistic University, 61
- Moldova
 economy, 128
 governing bodies, 9
 population, 128
 state universities, 5, 129
 University autonomy, 131, 221, 222
 University governing bodies, 132–136, 205, 246
- Moldovan Technical University, 5
- Moscow State University, 143, 145, 151
- Musselin, C., 8, 231, 233, 234
- National Research University Higher School of Economics, 147
- National Technical University of Ukraine Igor Sikorsky Kyiv Polytechnic Institute, 178, 206
- Nazarbayev University, 5, 87, 88, 93, 95, 226
- QS World University Rankings, 235
- rectors
 appointed, 40, 52, 53, 55, 61, 90, 91, 102, 117, 122, 147, 157, 158, 166, 187, 205, 249
 elected, 7, 44, 69, 73, 79, 103, 106, 114, 125, 132, 174, 205, 224
 responsibilities, 42, 52, 63, 72, 80, 89, 123, 146, 147, 187, 256
 in Soviet universities, 27

- Russia
 competition, 240
 economy, 141
 population, 140
 state universities, 141
 University autonomy, 221, 222
 University governing bodies, 151, 198, 205
- Russia, Imperial, 22, 23
- Russian Academy of Painting, Sculpture and Architecture
 Ilya Glazunov, 147
- Russian Federation. *See* Russia
- Shattock, M., 8, 9, 10, 208, 264
- Smolentseva, A., 3, 4, 11, 29, 131, 233, 238, 240
- Soviet ideology, 5, 22–23, 24, 26
- Soviet Union
 dissolution, 3, 16, 30
 higher education, 26
 pre-Soviet universities, 4
 rabfaks (workers colleges), 25
 technikums, 26
 University governance, 26–30
- St. Petersburg State University, 144, 145, 151
- stakeholder theory, 210–211, 212
- state-extended. *See* governance structures
- stewardship theory, 210, 212
- student fees, 238, 240
- student mobility, 237
- Tajikistan
 competition, 240
 economy, 153
 higher education institutions, 24
 population, 152
 University autonomy, 154, 221, 222
 University governing bodies, 148–151, 198, 205, 244, 245
- Tallinn University, 67
- Tallinn University of Technology, 67
- Tashkent University of Information Technologies named
 after Muhammad Al-Khwarizmi, 190
- The Belarusian State University of Culture and Art,
 61
- Toraigrov University, 91
- Turkmenistan
 competition, 240
 economy, 161
 International University for Humanities and
 Development, 166
 population, 161
 state universities, 5, 164, 166
 University autonomy, 165
 University governing bodies, 197, 205, 244, 245
- Ukraine
 economy, 168–169
 population, 168
 state universities, 162–165
 University autonomy, 174, 221, 222
 University governing bodies, 205, 246
- UNESCO student mobility data, 237
- University of Tartu, 67, 69
- USSR. *See* Soviet Union
- Uzbekistan
 competition, 240
 economy, 182–184, 185
 population, 182
 state universities, 185–186
 University autonomy, 186
 University governing bodies, 187–190, 244, 245
- Vilnius University, 120, 124–126
- Voronezh State University, 149
- World Bank Governance Indicators, 38, 48, 59, 66, 76, 84,
 98, 108, 119, 129, 141, 154, 162, 170, 184, 219
- World Economic Forum Global Competitiveness Index,
 37, 57, 66, 76, 84, 108, 119, 129, 141, 153, 171, 219
- World Economic Forum Governance Indicators, 98
- Yanka Kupala State University of Grodno, 62

